S E C R E T

29 July 1981

MEMORANDUM FOR: Executive Committee Members

FROM          :  Robert M. Gates
                 Director, DCI/DDCI Executive Staff

SUBJECT       :  Minutes of the Executive Committee Meeting, 24 July 1981

1. [redacted] the CIA Information Handling System Architect        25X1
(IHSA) briefed the Executive Committee members on 24 July 1981 on the
progress and status of the IHSA. The meeting was chaired by
Admiral Inman; others present were John Stein (DDO); James Taylor
(ADDS&T); Harry Fitzwater (DDA); Maurice Lipton (Comptroller);
Evan Hineman (DD/NFAC); Robert Gates (D/OPP); William Donnelly
(C/IMS/DDO), and [redacted] (PS/OPP). .(C)                          25X1

2. [redacted] reviewed the progress that IHSA has made in          25X1
reviewing and coordinating Agency information handling system
development and the development of an Agency information handling
architect and cited the need for an agreed statement of IHSA
authorities. He described the positioning of his office in the
DDA as appropriate and beneficial. (U)

3. Mr. Taylor asked which information handling systems are
to be included in the Agency's architecture. Admiral Inman stated
that special Air Force information handling projects would not
be a part of the Agency's architecture but that CIA-managed information
handling activities -- such as one in NPIC -- would be. Mr. Taylor
said that he would like to see this defined in further detail. (S)

4. Mr. Stein observed that user needs are insufficiently
emphasized in the IHSA's proposed charter and procedures and that
they do not specify whether and how such needs should drive the
information handling process. Mr. Hineman said that determination
of information handling systems requirements should be the
responsibility of line managers and that the degree of IHSA tasking
of line components called for in the proposed procedures
is undesirable. He also stated that the IHSA's mission and functions
should contain greater emphasis on long-range planning. Noting
that the process leading to establishment of the IHSA function
had begun in April 1979, Mr. Lipton commented that progress toward
implementation of the function has been slow. Mr. Fitzwater noted
that progress has been impeded by lack of agreement on IHSA authorities
and by staffing problems. EXCOM members agreed to provide more
people to increase the pace of IHSA activities. (U)  A

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5. Admiral Inman decided:

    a. To keep IHSA in the DDA, for the time being. The
question of IHSA positioning will be re-addressed
in six months.

    b. To revise paragraphs 3 and 8 of IHSA's mission
and functions statement, changing IHSA's role
in Agency information systems handling architecture
to coordination on Agency systems and to recommend-
ations on systems design. The revised statement
is at Attachment 1.

    c. To approve the proposed IHSA procedures for development
of an Agency IHS strategic plan (Appendix B of
EXCOM 81-9032) and to require that the initial plan
be prepared in one year rather than two. The IHSA
was asked to determine and advise what personnel
are required to meet this deadline. The Deputy
Directors had previously agreed to make manpower
available to accelerate the schedule.

    d. To approve the "Policy and Procedures for Management
for Information Systems" (Attachment 2). This
revised paragraphs 3, 5, 5b, and 5E of Appendix C
of EXCOM 81-9032.

    e. To set aside the proposed Headquarters Regulation on
IHSA (Appendix D of EXCOM 81-9032), its function
being served by the IHSA Mission and Functions statement
at Attachment 1. (U)

6. Admiral Inman complimented the work accomplished thus far by
the IHSA and re-affirmed his support for the role of the Architect. (U)

Robert M. Gates

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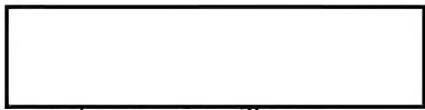
Attachments:
as stated

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# APPENDIX A

## ARCHITECT OF INFORMATION SERVICES

### MISSION:

Performs Agency level planning for Information Services with particular emphasis on application of technology.

### FUNCTIONS:

1. Publishes Strategic goals and objectives for purpose of program guidance.

2. Monitors progress toward goals and objectives and reports state of Information Handling to EXCOM (incorporates ADP review).

3. Coordinates all agency information handling systems architecture.

4. Consolidates requirements for IH to maximize commonality and minimize unique development.

5. Conducts design reviews during conceptual design phase.

6. Maintains technology forecast and reports trends to management.

7. Acts as Agency focal point to Community on matters of IH.

8. Recommends system designs to fulfill architecture.

9. Initiates studies and analyses for the purpose of identifying ways to improve effectiveness and efficiency of IH.

10. Maintains a current data base on the status of information systems and their interrelationships.

Attachment 1

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## APPENDIX C

Policy and Procedures for Management for Information Systems

### A.  PURPOSE

This document is to set forth Agency policy regarding management responsibilities for the acquisition of new or enhanced Information System capabilities.

### B.  APPLICABILITY AND SCOPE

The provisions of this document apply to automated or other clearly identifiable processes used for creation, movement, use, storage, retrieval, or dissemination of intelligence and management information. Included are ADP hardware and software systems, communications sytems, terminals, word-processing, printers and copiers, image processing and display systems.

### C.  POLICY

1.  General

Information System acquisitions shall be reviewed and approved at decision milestones by appropriate management levels.  Systems of extraordinary cost, risk, or interest shall be reviewed by the EXCOM; the Information Handling Systems Architect (IHSA) and the Program Management Component shall support the EXCOM review process. Information Systems falling below the EXCOM review threshold, but nevertheless important in the context of Agency Information Systems Architecture and Planning, may be reviewed by the IHSA at decision milestones.

2.  Specific

For purposes of management and coordination there are three classes of information systems, determined by investment cost thresholds. Class I and II systems shall comply with the procedures, standards, and documentation requirements for major programs.  Class III programs shall comply with the procedures, standards and documentation requirements for minor programs.

Attachment 2

a) Class I Informations Systems shall be reviewed and approved at decision milestones by the EXCOM. Any Information System, or any significant revision of an existing Information System, meeting any one of the following criteria shall be designated a Class I Information System:

i) Has anticipated acquisition costs in excess of $8 million during the span from program initiation to the time the system becomes operational; or

ii) Has estimated costs in excess of $2 million in any year; or

iii) Is designated as being of special interest or considered to have Agency-wide or community importance. Nominations to the EXCOM can be made by any of the EXCOM principals or the IHSA.

b) Class II Information Systems shall be reviewed and approved at decision milestones by the Deputy Director responsible for the system. Any Information System, or any significant revision of an existing Information System, meeting any of the following criteria shall be designated a Class II Information System:

i) Has anticipated acquisition costs in excess of $1 million during the year from program initiation to the time the system becomes operational; or

ii) Has estimated acquisition costs in excess of $250,000 in any year; or

iii) Is designated as being of special interest.

c) Class III Information Systems shall be reviewed and approved as the responsible Deputy Director may direct. In general, it is anticipated that he will delegate that authority to the next lower level of management. Any information system, or any significant revision of an information system which is in cost or importance less than Class II is a Class III system.

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3. Milestone Decisions

Three milestone decisions are defined for acquisition of
Major Information Systems.

o Milestone 0 Decision -- Approval of Mission Need
Statement approval of the budget and schedule,
and authorization to proceed to the next program
phase. The Mission Need Statement shall define
the need for the system, and shall be
accompanied by Preliminary System Requirements,
acquisition strategy, schedule goals, and the
total and annual investment of resources
estimated. The next program phase for a simple
package (no program development investment,
e.g., a computer with standard support software)
is the actual procurement, or for a complex
system development, the next phase is the
Concept Development Phase.

o Milestone 1 Decision -- Approval of the System
Design Concept, System Requirements, and Program
Development Plan; and authorization to proceed
with the next program phase. For large complex
systems, alternate concepts are to be explored
and evaluated before settling on a chosen
concept, the reasons for a particular selection
are to be presented. Documentation at this
stage shall include baseline System
Requirements, System Design Concept, and a
Program Development Plan. System requirements
will be coordinated and presented by the IHSA.
Cost and schedule goals are reassessed.
Equipment acquisition plans are presented for
approval. Acquisition of production status,
commercial hardware will normally be executed
pursuant to this approval or direction.
Approved programs then proceed to the
Preliminary Design Phase.

o Milestone 2 Decision -- Approval of the
Preliminary Design and Revised Program
Development. All acquisition programs, however
phased, will have a single Preliminary Design
Review (PDR) covering the entire program. This
review is coordinated with the program's
internal PDR so that issues arising as a result
of the PDR process can be evaluated. At this
milestone review the program cost,
functionality, and schedule objectives, as
defined and determined at the PDR, are
reassessed. Approved programs then proceed to
full-scale development.

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At each decision milestone, guidance and direction to the program are documented.

At any point at which a major program deviation in cost or schedule goals of more than 10 percent is estimated, the IHSA will be notified.

4. Procedures

The IHSA will receive all documentation relevant to systems development for Class I and II systems. Included are such documents as:

o Functional requirements

o Program acquisition plan

o Feasibility, analyses and tradeoff studies

o System specification

o Management plan

o System functional specifications

o Interface control specifications

o System detailed design specifications

o System test and validation plan

o Periodic progress reports

At least six months prior to Milestone 1 or 2 review of Class I and II systems the program sponsor will notify the IHSA. For Class I systems, the IHSA will coordinate and schedule an EXCOM review.

The IHSA will appoint a member of his staff to coordinate with the program office concerning preparation for the Milestone review. The program office will brief the IHSA office with respect to the program status for Class I and II systems. Questions which the office of the IHSA has with the project will be addressed to the project management. The intent is to resolve all the questions that pertain to such matters as the project formulation, completeness of planning and design, interoperability, conformity with standards, and supportability prior to the Milestone review.

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Prior to the review, the IHSA will prepare brief point papers covering any points of concern or disagreement relative to the information system's development. Approximately one week prior to the EXCOM Milestone review of Class I systems, the IHSA will prebrief the EXCOM concerning unresolved issues and concerns. The project management will then brief the EXCOM on the system at the Milestone review. The IHSA will then prepare a decision coordinating paper documenting the EXCOM guidance and direction to the project.

For Class II systems, if the IHSA feels that there are significant architectural concerns, he may join the Milestone review.

5. IHSA Responsibilities

The Information Handling Systems review process compliments the budgeting process. Information System decisions must fit into the affordability framework of the budget, and further, must fit into the Agency architecture and planning framework for Information Systems. In that context, the IHSA will:

a) Formulate overall architecture tenets for Information Systems

b) In conjunction with prospective users, conduct formal reviews of proposed Information Systems to:

    o Determine compliance with architecture tenets

    o Validate Functional Requirements

    o Validate System Concept

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      o Ensure that relevant interfaces are
        considered

      o Validate information security of proposed
        design

c) Advising on relative priorities of Information
   Systems

d) Focusing the issues for EXCOM reviews

e) Making an annual report to the EXCOM on the
   status of IHSs in the Agency and advising EXCOM
   on Information Handling Systems decisions

f) Designated individual for the Agency, to
   assure that architecture is either in
   compliance with government-wide standards
   and procedures or that variations have
   senior management approval. Included is
   assuring Agency compliance with Federal
   Information Processing Standards, and
   granting waivers to these in accordance
   with delegated authorities and specified
   procedures.

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